TAB Index

Administrative - Internal Use Only

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Administrative - Internal Use Only

TAB - R   Implementation Plan, Plans and Programs Branch

TAB - S   Implementation Plan, Information Systems Security Group

TAB - T   Implementation Flow Chart, Policy and Management Directorate

A
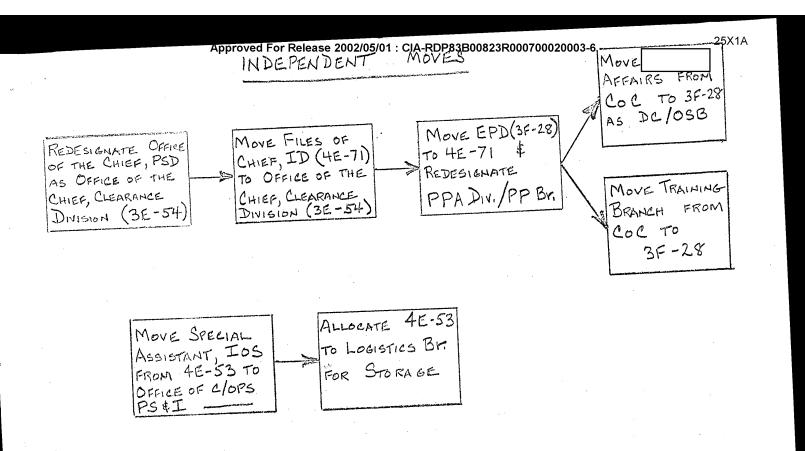
Next 1 Page(s) In Document Exempt

B

Next 3 Page(s) In Document Exempt
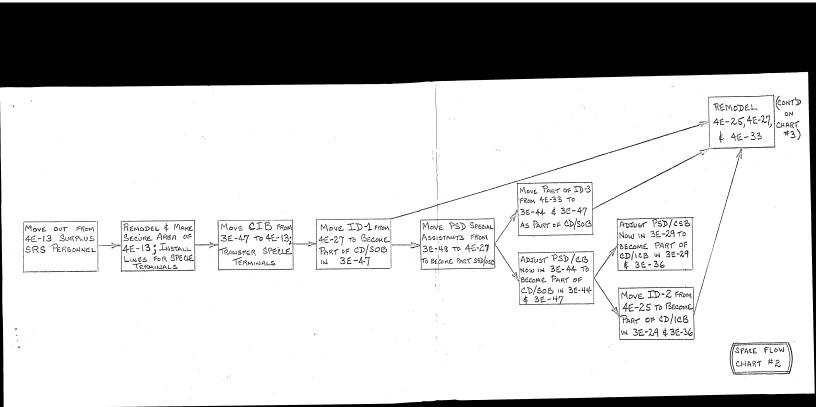
SPACE FLOW CHARTS
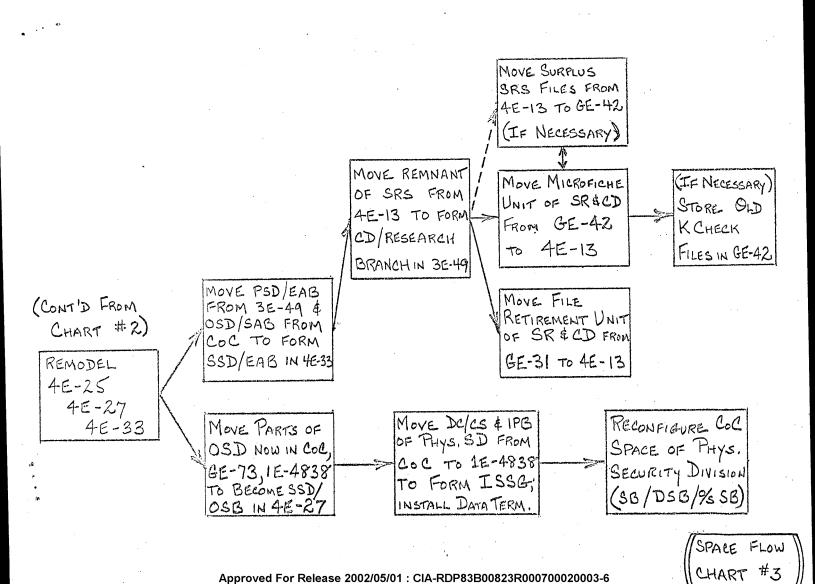
NOTE: These charts do not reflect requirements for black,

red, and green telephone equipments.

25X1A

INDEPENDENT MOVES

```
┌─────────────────────┐     ┌──────────────────┐     ┌──────────────────┐        ┌─────────────────┐
│ REDESIGNATE OFFICE  │     │ MOVE FILES OF    │     │ MOVE EPD(3F-28)  │        │ MOVE ____       │
│ OF THE CHIEF, PSD   │ ──▷ │ CHIEF, ID (4E-71)│ ──▷ │ TO 4E-71    $    │   ─▷   │ AFFAIRS FROM    │
│ AS OFFICE OF THE    │     │ TO OFFICE OF THE │     │ REDESIGNATE      │        │ COC TO 3F-28    │
│ CHIEF, CLEARANCE    │     │ CHIEF, CLEARANCE │     │ PPA DIV./PP Br.  │        │ AS DC/OSB       │
│ DIVISION (3E-54)    │     │ DIVISION (3E-54) │     └──────────────────┘        └─────────────────┘
└─────────────────────┘     └──────────────────┘           │
                                                            ▽   ┌──────────────────┐
                                                                │ MOVE TRAINING    │
                                                                │ BRANCH FROM      │
                                                                │ COC TO           │
                                                                │    3F-28         │
                                                                └──────────────────┘
```

```
┌──────────────────┐     ┌──────────────────┐
│ MOVE SPECIAL     │     │ ALLOCATE 4E-53   │
│ ASSISTANT, IOS   │ ──▷ │ TO LOGISTICS Br. │
│ FROM 4E-53 TO    │     │ FOR STORAGE      │
│ OFFICE OF C/OPS  │     └──────────────────┘
│ PS & I           │
└──────────────────┘
```

```
┌──────────────────┐
│ MODIFY 4E-49     │
│ PARTITION BETWEEN│
│ B&F AND LOG Br.  │
└──────────────────┘
```

```
╭─────────────────╮
│ SPACE FLOW      │
│ CHART  #1       │
╰─────────────────╯
```

```
┌──────────────────┐                                                                              ┌──────────────────┐ (CONT'D
│ REMODEL          │  ON
│ 4E-25, 4E-27,    │ CHART
│ & 4E-33          │  #3)
└──────────────────┘


                                                    ┌──────────────────┐
                                                    │ MOVE PART OF ID-3│
                                                    │ FROM 4E-33 TO    │
                                                    │ 3E-44 & 3E-47    │
                                                    │ AS PART OF CD/SOB│
                                                    └──────────────────┘

┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐                        ┌──────────────────┐
│ MOVE OUT FROM    │  │ REMODEL & MAKE   │  │ MOVE CIB FROM    │  │ MOVE ID-1 FROM   │  │ MOVE PSD SPECIAL │                        │ ADJUST PSD/CSB   │
│ 4E-13 SURPLUS    │→ │ SECURE AREA OF   │→ │ 3E-47 TO 4E-13;  │→ │ 4E-27 TO BECOME  │→ │ ASSISTANTS FROM  │                        │ NOW IN 3E-29 TO  │
│ SRS PERSONNEL    │  │ 4E-13; INSTALL   │  │ TRANSFER SPECIE  │  │ PART OF CD/SOB   │  │ 3E-48 TO 4E-27   │                        │ BECOME PART OF   │
│                  │  │ LINES FOR SPECIE │  │ TERMINALS        │  │ IN   3E-47       │  │ TO BECOME PART SSD/OSB│                   │ CD/ICB IN 3E-29  │
└──────────────────┘  │ TERMINALS        │  └──────────────────┘  └──────────────────┘  └──────────────────┘                        │ & 3E-36          │
                      └──────────────────┘                                                   ┌──────────────────┐                   └──────────────────┘
                                                                                             │ ADJUST PSD/CB    │
                                                                                             │ NOW IN 3E-44 TO  │
                                                                                             │ BECOME PART OF   │                   ┌──────────────────┐
                                                                                             │ CD/SOB IN 3E-44  │                   │ MOVE ID-2 FROM   │
                                                                                             │ & 3E-47          │                   │ 4E-25 TO BECOME  │
                                                                                             └──────────────────┘                   │ PART OF CD/ICB   │
                                                                                                                                    │ IN 3E-29 & 3E-36 │
                                                                                                                                    └──────────────────┘


                                                                                                                           ┌──────────────────┐
                                                                                                                           │  SPACE FLOW      │
                                                                                                                           │  CHART #2        │
                                                                                                                           └──────────────────┘
```

MOVE SURPLUS
SRS FILES FROM
4E-13 TO GE-42
(IF NECESSARY)

MOVE REMNANT
OF SRS FROM
4E-13 TO FORM
CD/RESEARCH
BRANCH IN 3E-49

MOVE MICROFICHE
UNIT OF SR&CD
FROM GE-42
TO 4E-13

(IF NECESSARY)
STORE OLD
K CHECK
FILES IN GE-42

MOVE FILE
RETIREMENT UNIT
OF SR&CD FROM
GE-31 TO 4E-13

(CONT'D FROM
CHART #2)

REMODEL
4E-25
4E-27
4E-33

MOVE PSD/EAB
FROM 3E-49 &
OSD/SAB FROM
CoC TO FORM
SSD/EAB IN 4E-33

MOVE PARTS OF
OSD NOW IN CoC,
GE-73, 1E-4838
TO BECOME SSD/
OSB IN 4E-27

MOVE DC/CS & IPB
OF PHYS. SD FROM
CoC TO 1E-4838
TO FORM ISSG;
INSTALL DATA TERM.

RECONFIGURE CoC
SPACE OF PHYS.
SECURITY DIVISION
(SB/DSB/%SB)

SPACE FLOW
CHART #3

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13 June 1973

25X1A

MEMORANDUM FOR: [   ]
Chairman, Office of Security
Reorganization Task Force

SUBJECT : Reorganization of OS
(Clearance Division
Implementation Plan)

1. Attached for your consideration is a proposed plan for the orderly implementation of the newly designated Clearance Division. The plan is broken down into the following sections:

Staff & Operations Branch
Industrial & Certification Branch
25X1A   Research Branch
Space, Communications & Equipment
[   ]-OS Program

2. The Clearance Division subcommittee unanimously endorses the Reorganization Plan for Personnel Security and Investigations (PSI), and offers the opinion that the Reorganization Plan will work and will work effectively. The only areas of concern developed during this review that require further consideration by the Task Force are listed below:

(a) Clerical staffing of the Industrial and Certification Branch does not appear adequate. Two additional slots should be provided for the present EAB incumbents (GS-7 and GS-9) involved in the Liaison Approval Program.

E2 IMPDET
CL BY: 063483

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25X1A

(b). The four OS [_____]terminals proposed for the
Clearance Division should have the capability of

25X1A   gaining access to [_____] It is suggested that
the Task Force implement a review to determine
how this can be accomplished.

(c) The detailed functional review of SRS (Tab C)
recommends the reassignment of some current
SRS functions to OS components other than the
proposed Research Branch. The subcommittee
feels that the placement of SRS functions and/or
the elimination of functions should more properly
be considered by the Task Force.

(d) The Clearance Division has two of the largest
branches in the organizational structure of the
Office of Security. The subcommittee suggests
that the Security Officer slot (GS-14) in the Staff
and Operations Branch and in the Industrial and
Certification Branch be redesignated as the
Deputy Branch Chief.

3. The undersigned would like to acknowledge the excellent
support rendered by IOS and PS personnel during this review. All
participants were enthusiastic and positive in their approach to
implementation problems. A listing of the individuals who assisted
in this review is attached as the last page in this report.

4. The Clearance Division Implementation Plan can be
accomplished in place in X-20 working days, however, complete
implementation which will involve major space alterations will
take much longer, probably from X-100 to 180 working days.

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Chairman, Clearance Division
Implementation Subcommittee

Attachment:
As stated

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control for each of the Sections. Through this system each desk supervisor will control the case assigned to him from the time the case is received in the Branch from SRD until such time as the final clearance is granted. Internal dissemination of case material will be by the Section control clerk based on alphabetical letter designation assigned to each desk supervisor in each Section.

It is anticipated that the majority of clearance requests will continue to be received initially in SRD. Clearance requests received directly by the Clearance Division or Staff and Operations Branch will be processed as before, i.e., the case will be forwarded to SRD for recording and initial processing and then to the appropriate Section in Staff and Operations Branch for input into the Clearance Division case control system.

Case Management

The case officer approach will be utilized with each desk supervisor scheduling and supervising the field investigation, evaluating the completed case and making an appropriate clearance recommendation. The desk supervisor responsibility will include contact with representatives of the requesting office as appropriate.

The desk supervisor will sign off for the Chief, Clearance Division, in completely clear cases, subject to review by the Branch Chief or Deputy Branch Chief. In cases involving recommendation for referral to the Applicant Review Panel, a sign off at the Division level will be required. If a desk supervisor recommends a security disapproval and the recommendation is concurred in at either the Branch or Division level, the case must be forwarded to the DD/PSI for final determination. All security disapprovals must be concurred in by DD/PSI. Notification of the final decision on a case will be done by the Staff and Operations Branch in the name of the Chief, Clearance Division.

Work Flow

No basic change from that in effect at the present time (See Tab A).

Implementation

Phase I

Implementation In Place

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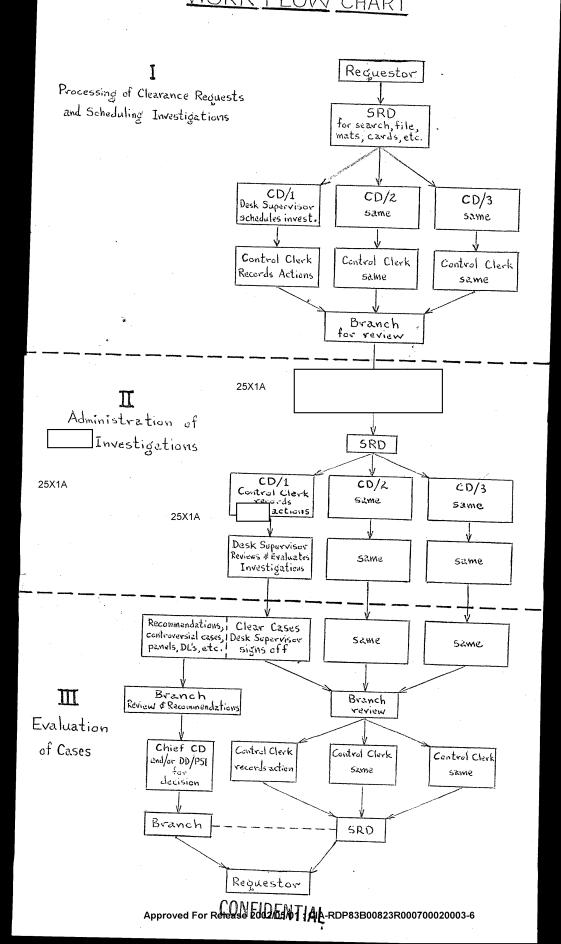
1. X-20 working days. Indoctrination period for clerical and professional personnel.

2. X-10 working days. Notification to field of minor changes in letter of assignment and changes in control designation.

3. X-10 working days. Notification to requestors regarding new control designations (primarily for covert cases).

4. X-10 working days. Revision of forms - several forms will immediately be eliminated and other currently used forms can be annotated to reflect changes.

Phase II

Complete Implementation

Complete implementation (movement of personnel, equipment, etc.) depends entirely upon space availability which is the subject of a separate paper.

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CLEARANCE DIVISION ~
STAFF AND OPERATIONS BRANCH
WORK FLOW CHART

I

Processing of Clearance Requests
and Scheduling Investigations

```
                    Requestor
                        │
                        ▼
                      SRD
              for search, file,
              mats, cards, etc.
            ┌───────────┼───────────┐
            ▼           ▼           ▼
        CD/1        CD/2        CD/3
    Desk Supervisor  same        same
    schedules invest.
            │           │           │
            ▼           ▼           ▼
     Control Clerk  Control Clerk  Control Clerk
     Records Actions    same          same
            └───────────┼───────────┘
                        ▼
                    Branch
                  for review
```

- -

II

Administration of

Investigations

25X1A

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25X1A

```
                        │
                        ▼
                      SRD
            ┌───────────┼───────────┐
            ▼           ▼           ▼
        CD/1        CD/2        CD/3
    Control Clerk    same        same
    records
    actions
            │           │           │
            ▼           ▼           ▼
    Desk Supervisor    same        same
    Reviews & Evaluates
    Investigations
```

- -

```
    Recommendations,  Clear Cases     same        same
    controversial cases, Desk Supervisor
    panels, DL's, etc.  signs off
            │               │           │
            ▼               ▼           ▼
        Branch          Branch
    Review & Recommendations  review
            │           ┌─────────┼─────────┐
            ▼           ▼         ▼         ▼
      Chief CD     Control Clerk Control Clerk Control Clerk
     and/or DD/PSI  records action    same         same
        for
      decision
            │           └─────────┼─────────┘
            ▼                     ▼
        Branch - - - - - - - -  SRD
            │                     │
            └──────────┬──────────┘
                       ▼
                   Requestor
```

III

Evaluation
of Cases

25X9

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SAA-CD/4 (Security Access Approvals)
IST-CD/4 (Industrial Security Top Secret)
ISS-CD/4 (Industrial Security Secret)
FAA-CD/5 (Facility Access Approvals)
NCC-CD/5 (DCS-citizen cases)
NCA-CD/5 (DCS-alien cases)

25X1A   NCJ-CD/5 [   ]
SIM-CD/6 (Marriage cases)
NCS-CD/6 (Special Clearance Non USIB)
NCB-CD/6 (Badge)

The above designations will be coordinated with Chief, SRD, in order that he can instruct his personnel on the new designations to be placed on the control cards.

The control clerks will utilize these cards to control all cases involving field investigation and/or name checks and will post all pertinent actions on this card until the case is closed.

The remaining actions of the Branch, which involve file reviews only, will be controlled by means of a duplicate charge out card as is presently the case.

Case Management

Desk supervisors will be responsible for the management of each case assigned to them from its inception to completion. He will initiate letters of assignment to the [   ] offices, review reports or TWX's sent in by field offices for content and possible leads, will initiate any follow-up correspondence to the [   ] as necessary, and will grant the appropriate approval in completely favorable cases.

Desk supervisors will prepare a memorandum in any case they consider questionable setting forth appropriate information pertaining to the approval or clearance involved, the individual's background, pertinent information developed from the investigation or polygraph, and his recommendation as to whether the approval/ clearance should be granted or denied. Should the desk supervisor recommend approval, and this recommendation be concurred in by the Deputy Branch Chief and the Branch Chief, the latter should have the authority to grant the approval. However, if the desk supervisor recommends a security disapproval and the recommendation is concurred in at either the Branch or Division level, the case must be forwarded to the DD/PSI for final determination. All security disapprovals must be concurred in by DD/PSI.

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Work Flow

No basic change from that in effect at the present time (See Tab B attached).

Implementation

Phase I

Implementation In Place

1. X-20 working days. Cross-orientation of professionals and clerical personnel in the Special Clearance Branch and the Clearance Support Branch on work involved in each Branch.

2. X-10 working days. Consolidation of control cards presently utilized in Special Clearance Branch and Clearance Support Branch and establishment of one control system.

3. X-10 working days. Notification to [   ] offices of any changes in procedures that would affect them.

4. X-10 working days. Notification to interested components of the Agency of any change in procedures which would affect them.

Phase II

Complete Implementation

Complete implementation (movement of personnel, equipment, etc.) depends entirely upon space availability, which is the subject of a separate paper.
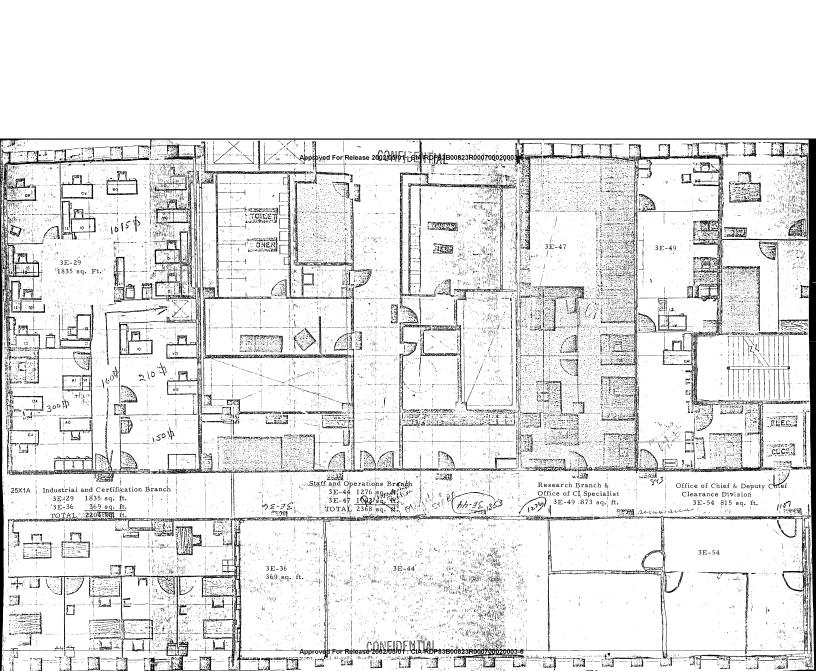
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CLEARANCE DIVISION
INDUSTRIAL AND CERTIFICATION BRANCH
WORK FLOW CHART

I

Processing of Clearance Requests
and Scheduling Investigations

Requestor	
OSA	ISA/TS
OSP	and
SPS	other

CIB
search & endorse

CD/4
Process to SRD

SRD
for search, file,
mats, cards, etc.

CD/4 Desk Supervisor schedules invest.	**CD/5** same	**CD/6** same
Control Clerk Records Actions	Control Clerk same	Control Clerk same

Branch
for review

II

Administration of
Investigations

25X1A

25X1A

25X1A

SRD

CD/4 Control Clerk records actions	**CD/5** same	**CD/6** same
Desk Supervisor Reviews & Evaluates Investigations	same	same

Recommendations controversial cases, DL's, etc.	Clear cases Desk Supervisor signs off	same	same

III

Evaluation
of Cases

Branch
Review & Recommendations

Branch
review

Chief CD
and/or DD/PSI
for
decision

CD/4 Control Clerk Records Action		**CD/5** Control Clerk Records Action	**CD/6** Control Clerk Records Action
clear cases forwards 2018	DL cases		

CIB
Endorses,
records 2018
and forwards

Requestor

25X9

25X9□

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Communications

A gray phone line will be required by the Research Branch — the gray phone line in 4E-13 or GE-79 could be moved to the designated area on the third floor.

A green phone line will be required by the Industrial and Certification Branch. The green phone line currently utilized by the Support Division on the first floor could be reassigned to the designated third floor location.

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Equipment

Existing copying equipment currently utilized by ID/3 and SRS will be required and moved to designated space for the Staff and Operations Branch and Research Branch, respectively.

A separate report is being submitted covering requirements for implementation of the _____ Program.

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3E-29
1835 sq. Ft.

TOILET

WOMEN

3E-47

3E-49

1015 ⊅

160 ⊅

210 ⊅

300 ⊅

150 ⊅

ELEC.

CLOS.

25X1A

Industrial and Certification Branch	Staff and Operations Branch	Research Branch & Office of CI Specialist	Office of Chief & Deputy Chief Clearance Division
3E-29 1835 sq. ft.	3E-44 1276 sq. ft.	3E-49 873 sq. ft.	3E-54 815 sq. ft.
3E-36 369 sq. ft.	3E-47 1092 sq. ft.		
TOTAL 2204 sq. ft.	TOTAL 2368 sq. ft.		

3E-36
369 sq. ft.

3E-44

3E-54

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25X

The Reorganization's biggest impact on [   ] is in the area of the program logic and the architecture of design. Changes in paper flow, in control listings, in component names and in report formats will require some re‑examination. Meaningful re‑examination of the [   ] design, however, must await decisions by the Reorganization Implementation Committee which will establish the types of cases and the functions which are to be handled by the new components.

25X

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1 3 JUN 1973

MEMORANDUM FOR: TASK FORCE

SUBJECT : Security Support Division, Implementation Plan, Sub-committee Report

REFERENCE : Memorandum to Director of Security, "Reorganization of the Office of Security, with attachments from Task Force

PURPOSE

The sub-committee for the implementation of the Security Support Division/DD/PSI, has considered the reorganization plan and pursuant to its charge, submits this report for your review and con-currence.

SUMMARY OF FINDINGS

The implementation of the SSD/DD/PSI as conceptually established in the reference document can be accomplished with a minimum of difficulty and/or downtime. Operational Support Branch and External Activities Branch can be implemented in X plus 10 days. Interrogation Research Branch can be implemented on X date. The major stumbling block which can delay or otherwise create tardiness in the implementation schedule is that which relates to space, and the preparation of it for utilization by SSD and its Branch activities. The space need is basic to the implementation of the reorganization plan to enable the Division to become an operating entity, in terms of the handling of the combined workload without loss of effectiveness, and in those early steps necessary to fulfill the concept of combination of functions, and integration of personnel into the total responsibility area. This cross fertilization of personnel abilities and capabilities with its training needs is essential to the implementation, and it is necessary that for these total purposes the new organization be estab-lished in as cohesive a unit space environment as possible.

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SSD Offices, Ops Support Branch Offices, and EAB Offices will be located in 4-E-27 and 4-E-33 areas in that order. Additional space for the [   ] Affairs Officer, GS-14, and his Security Assistant, GS-08, is located in 3-F-28 under the plan. The activities of the Special Facilities Desk will continue to be carried out in GE-73. [   ] Research Branch will continue to occupy space in its present location. Adequate space will be available under the above arrangement. This space allocation is considered minimal though sufficient for current workloads and the implementation plan. In both Operational Support Branch and EAB, briefing areas affording necessary privacy for sensitive conferences can be provided.

Personnel allotment under the furnished Table of Organization is generally adequate for present workloads. It is quite possible that minor adjustments may have to be made in both the Operational Support Branch and External Activities Branch in both professional and clerical ranks based on actual workload requirements and functional operating experience.

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The sub-committee has located the [   ] supervisor with the External Activities Branch in Room 4-E-33 where he will continue these duties and perform additional EAB duties as his time permits. As the Table of Organization did not identify a slot for this officer, it will have to be taken out of the EAB T. O. This action may require later adjustment in personnel staffing.

In general it was found that the organizational structure is excellent from the standpoint of management and operation; is a good organizational framework to build on; however, it must be highlighted that both present space allocation and personnel staffing is only adequate for present workload levels. For the future care will be required so as to assure that the cohesive attitude of the organization is not broken by fragmentation of office space and activities.

ORGANIZATIONAL CONCEPT

Pursuant to referent basic documents and subsequent meeting with Task Force cognizant officers, the sub-committee proceeded in their deliberations in basic agreement that the new organization, to be most effective, must in fact result in a true combination of functions, and a total integration of the several professional capabilities areas. The cross fertilization of capabilities and skills, in both professional and clerical ranks, into a united, cohesive, and one faced organization is the aim of the operating Division and its Branches. This concept requires the impact of personnel assignment strategy dedicated to the placement of the most capable and most productive personnel in the T.O. structure, together with senior level supervision with strong leadership qualities, motivation, professional ability, and objective supervisory vision. This new organization bespeaks the requirement for action orientated personnel with professional quality in all areas.

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Attached is the report of the sub-committee.

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Acting Chief
Personnel Security Division

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Acting Chief
Interrogation Research Division

25X1A

Chief
Operational Support Branch/OSD

25X1A

Chief
Special Activities Branch/OSD

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EXTERNAL ACTIVITIES BRANCH (EAB)

1. MISSION AND OBJECTIVES

The External Activities Branch is responsible for the combined functions of the Employee Activities Branch, Personnel Security Division (less liaison approvals which are relegated to the new Clearance Division) and the Special Activities Branch (SAB)/IOS, to include [   ].

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The EAB/SSD has responsibility for these specific functions areas:

25X

(2) Briefing of Office of Security personnel on their responsibilities under cover backstopping.

(3) Review of files and processing of all cases involving Agency employees being considered for placement in covert employment mechanisms, or are changing assignments between covert mechanisms.

(4) Conduct liaison both within the Agency and with other U.S. Government Departments and Agencies as necessary to (1) through (4) above, and maintain these contacts on a continuing basis. These liaison contacts include, but are not restricted to, DOD, Treasury, CSC, NIS, OSI, ACSI, DIS, DISCO, AID, NASA, PMG and SBA.

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(5) Responsible for approval or disapproval on requests for [   ] use of documentation, and for controls on the use of this documentation.

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[   ]

25X1A
25X1A

(7) Responsible for approving the security aspects of Covert Sites, based on a survey of the site by the Office of Security [   ] Offices, and other internal checks. Maintains records and controls of [   ]

(8) Renders miscellaneous services mainly resulting from Cover situations. In addition, handles related requests requiring guidance, handling of inquiries, development of regulations or policy, external training matters, and other miscellaneous matters.

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[   ]er

25X1A

(10) Responsibility for matters established by Agency Regulations [   ] which are prescribed as requirements for Agency employees in their employment situation and fall within the broad categories of official actions, outside activities, and code of conduct briefings. Included are those of a private nature which can be construed to affect Agency security such as:

- 2 -

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(12) Records and replies, where desirable, to nonspecific and crank correspondence from the general public; conducts liaison with other Agency components and offices as necessary in these matters.

(13) Provides security advice and guidance to individual offices, Agency officials, Boards, and organizations on the following:

(a) Honor and Merit Award Board

(b) Suggestion Award Board

(c) Employee Activity Association

(14) Provides official security office response for:

(a) Processing of Bureau of Employment Compensation Claims (BEC)

(b) Processing of retirement actions (letters, resumes' and exit interviews)

(c) Processing of problems or questions concerning disclosure of Agency affiliations

25X1A

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(a) Contacts with representatives of foreign countries

(b) Clearance of speeches and publications

(c) Outside employment

(d) Non-official courses as Instructor

25X1A   (e) Court procedures - appearing as witnesses or arrests

                [_____]

(g) Joining clubs or organizations

(h) Completing questionnaires on applications

(i) Involvement in publicity

(j) Attending conventions

(11) Responsibility for briefing programs related to sub-paragraph (10) above, and in formal briefings covering the following:

          (a) Travel

25X1A

     [_____]

25X1A   (c) Separation and exit interviews

     [_____]

(e) Overseas returnee briefings and debriefings

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2. UTILIZATION OF PERSONNEL

The Table of Organization for the External Activities Branch as set forth in the referent reorganization plan is considered minimal, however, adequate for the implementation of the reorganization.

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25X1A

T. O. In short, it may be necessary to make suitable adjustment to the External Activities Branch T. O. once the reorganization plan is in operation and workload projections can be evaluated

25X1A

In addition to the lean professional staffing indicated, the clerical T. O. may require augmentation or adjustment as the Branch gets into operation. Due to the large volume of activity in External Activities Branch, particularly in the number of Agency personnel processing through on a daily basis for travel, cover, Code of Conduct, outside activity, briefings, etc., the time of one secretary is almost fully taken up in making appointments, keeping controls, receptionist duties, and clerical work directly related to these functions. At peak periods, augmentation from within the Branch/Division is most probable. External Activities Branch will handle an approximate 10,000 separate actions only as carryover from PSD/DDS/PS; thus, the combination of these actions with the SAB/SFD actions place a premium and heavy workload on clerical support, and of course the professional cadre.

The following utilization of personnel can be expected once the reorganization plan is implemented:

25X9

3. SPACE REQUIREMENTS

Space requirements for the operation of the External Activities Branch are adequate and afford no major problems to the implementation of the reorganization plan. The EAB office will be located in space in 4 E 33, for the major portion of the EAB function. Space for the Special Facilities Desk operation is available in GE 73.

Inasmuch as the EAB will conduct a continuing volume of travel, defensive, exit, cover, and other debriefings there is a major requirement for a secure briefing area for use by Branch personnel. While some of these briefing activities can be carried out in the individual office space which have partial partioning, those sensitive defensive and exit interview debriefing and discussions require more security. Under the space plan this area is afforded in the square footage adjacent to the C/EAB office, and should be protected for these purposes.

- 7 -

4. IMPLEMENTATION

The sub-committee foresees no major problems in the implementation of the External Activities Branch operation under the reorganization plan. Again, the timely action in refurbishing the office space will be a key in the implementation schedule. It is considered that, on the assumption that the personnel to be assigned to EAB will bring in a major body of current expertise in the combined function areas, the implementation may be effected on a solid production footing within 10 days of the implementation date. As will be set forth in the implementation wrap up, there will be consideration necessary to the transfer of policy and work files and control documents from Chamber of Commerce and other current office sites to the new space, which logistics effort will require time and effort prior to Branch operation.

INTERROGATION RESEARCH BRANCH

1. MISSION AND OBJECTIVES

The Interrogation Research Branch is assigned the mission of obtaining information through the security interview and polygraph examination technique for use by those officials charged with making security and suitability decisions on candidates for employment in or use by the Agency.

The program includes the giving of such interviews and examinations to applicants for employment, candidates for contract association, candidates for formal assignment to CIA or to CIA buildings, certain contractors' personnel, persons of interest to the operational elements as agents, sources or informants, and defectors and immigration cases. Provision is made for periodic re-interviewing and examining.

2. UTILIZATION OF PERSONNEL

The Table of Organization for the Interrogation Research Branch as set forth in the basic referent re-organization plan is unchanged from its present T. O. structure. From the standpoint of personnel staffing there are no implementation problems under the re-organization. The following utilization of personnel can be expected to continue once the plan is implemented.

Branch Chief: Is engaged in overall supervision and coordination and development of plans and programs for all polygraph activities.

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OPERATIONAL SUPPORT BRANCH

1. MISSION AND OBJECTIVES

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The Operational Support Branch, is responsible for the combined functions of the Operational Support Division/IOS and the Special Assistants, Personnel Security Division responsibilities, and the overall supervision of the [ ] Affairs Program.

The Operational Support Branch has responsibility in these specific function areas:

(1) Is available on a 24 hour basis to respond to personal security problems of Agency employees and their dependents to provide counseling and guidance, instruction on the Agency Code of Conduct requirements; liaison with police departments, and other law enforcement agencies; and to maintain liaison with the Office of Personnel and Office of Medical Services. Is in direct contact with senior Agency officials as necessary in these sensitive matters. When the personal problem seriously threatens Agency security, the Operational Support Branch recommends disposition of the case e.g., transfer, termination, and/or referral to the Personnel Evaluation Board.

(2) Establishes, conducts, and maintains direct liaison with U. S. Police Departments and law enforcement offices, and U. S. Security and Intelligence Units of the U. S. Government as necessary to the accomplishment of the office mission.

(3) Supervises and coordinates the protective and security custody of personnel of interest to the Agency. [ ]

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25X1A [ ]

25X1A

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(7) Provides support to special projects utilizing, in a coordinated manner, the types of activities listed above.

(8) Provides important other support, such as special tours for dignitaries, [   ] material, services, or documentation, [   ] procurement of living quarters for conferences, accommodations [   ] and customs clearance or emergency assistance for Agency personnel

The review of the scope and functions of this Branch can only bring focus on the fact that the Operational Support Branch is the No. 1 action office within the Office of Security. The combination of the special support responsibilities which service the most sensitive operational requirements of the Deputy Directorate for Operations and other Agency components and the very sensitive personnel re- lated action problem cases of the Agency make it of high priority front office Office of Security interest. In this Branch there must be highly proficient professional staffing, to meet these quick reaction and/or complex situations with a finality of dispatch, discretion, and with a judicious approach and follow through. Verbal and written re- porting capability must be on a significantly high plane, thus this need bespeaks the caliber of personnel assignments to these positions. Dedi- cation and motivation is also a high priority items in this assignment, as after hours and week-end duty is the norm rather than the exception.

2. UTILIZATION OF PERSONNEL

The Table of Organization staffing of the Operational Support Branch as set forth in the referent reorganization plan is deemed a minimum one although adequate to enable the implementation of the Branch operation. Once underway, the workload activity of the Branch, in terms of available personnel, must be closely monitored so as to enable any adjustments in staffing to be made on a timely basis.

Conceptually, the professional personnel of the Operational Support Branch will, after an initial period of orientation and cross-training, operate as responsible officers in a function integrated environment. These professional Security Officers will be expected to conduct operations in the broad spectrum of the Branch mission responsibility areas, with a minimum of emphasis on specialization.

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The sub-committee membership considers that the assignment of the ☐ Affairs Officer to additional duty as the Deputy Branch Chief to be unrealistic from the workload standpoint. It is felt that the ☐ Affairs requirement, which also includes the GS-08 Security Assistant position, is currently a full-time responsibility; thus, the ability to undertake additional supervisory duties for the foreseeable future to be doubtful. For that reason, and because of the special technical requirements of the ☐ Affairs work and the lack of opportunity or desire to cross-train other Branch personnel in the functions of this position, this function could realistically operate outside of the main Operational Support Branch space area; thus, the decision to house this portion of the Branch activity to 3 F 28.

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The following basic utilization of personnel can be expected once the plan is implemented:

- 3 -

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3. SPACE REQUIREMENTS

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The Operational Support Branch will be located in available space in the 4E27 area as provided in the Reorganization Space Summary. Exception is the aforementioned utilization of space in 3F28 for the [   ] Affairs Officer and his Security Assistant.

Space needs for the Operational Support Branch are not only based on square footage consideration for assigned personnel. The nature of the action-orientated activities performed by this Branch and the extremely sensitive nature of its every day requirements dictates that adequate space be available for purposes of sensitive briefings and interviews. Operational Support Branch Security Officers are deeply involved with the investigation and resolution of very sensitive personal problems of Agency Staff personnel, requiring in most cases interviews with those employees involved, at which time the most personal and intimate personal activities and relationships must be discussed. As the Office of Security, as a matter of policy, is bound to the protection of the information regarding the personal affairs of Agency employees, such confidential disclosures must receive the highest possible protection. In like manner the sensitive operational support services performed by this Branch for the Deputy Directorate for Operations and other Agency Directorates must also receive security of information protection. The availability of a secure briefing interview area is, therefore, a major requirement in the Branch space plan. This security can be afforded in this area and is essentially available in the plan due to the positioning of the [   ] Affairs Staff to the 3F28 space.

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SUMMARY OF IMPLEMENTATION
DETERMINATION AND SCHEDULES

Implementation will require phased actions in a number of important areas. Those agreed upon or is evidence include the following:

(a) Space availability and basic plan.

(b) Implementation for SSD, DD/PSI may proceed within 10 days of date set.

Among actions indicated as necessary prior to the implementation date:

(a) Assignment of key personnel to the SSD/DD/PSI offices and Branches to facilitate direct management impact and interest of those who will supervise and conduct the affairs of SSD within the DD/PSI.

(b) Consistent with (a), briefings and other distribution of information can begin so as to initiate orientation and knowledgeability in all areas of the new office functions and duties.

(c) Initiate action to inventory and transfer accountability of files, policy and otherwise, documentation, etc., to the offices under the reorganization which have action responsibility. It is suggested that those offices having permanently charged files return them to SR&CD for recharge purposes.

(d) Once space planning is confirmed, an evaluation
be made of safe cabinet file equipment needs, so
as to enable its availability as a coordinated effort
with the completion of the space refurbishment.

(e) As in (d) above, determine telephone extension
availability and identify new line needs for the
new offices, and include these requirements in
the overall space availability plan.

(f) Draw up an overall Office of Security reorganization
digest, to include the organizational format, room
designations, and telephone numbers for distribution
to Agency wide customer interests. Appropriate
revisions in Agency telephone directories will be
required.

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IMPLEMENTATION SCHEDULE

For purposes of this schedule "X" date is considered to be the availability date of the physical space configured for office utilization. Implementation date is the date on which the Branch personnel can be expected to be functionally operating on a reasonably average productive level.

Branch	Space Date	Productive Functional Operation
OSB	X	+10
IRB	X	X
EAB	X	+10

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SYSTEM AND FILE AND DOCUMENT DISTRIBUTION LOGISTICS

(1) The sub-committee does not foresee a valid requirement for a remote terminal in SSD office space. Actions within the Operational Support Branch are not deemed to represent a volume activity demanding computer controls. Although at peak periods actions are heavy in External Activities Branch, these actions for the most part represent one time actions and are thus inconsistent with the major application of computer controls. In short, the possible saving, yet unconfirmed, of computer support to SSD activities, would not be consistent with the larger expense of the terminal installations and operations.

(2) The logistics of file request requirements between SSD and SR&CD and other Office of Security areas is favorable from the service standpoint, inasmuch as the SSD/EAB area contains a dumb-waiter capability and is a control point for file distribution for the fourth floor of the Office of Security.

N

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13 JUN 1973

MEMORANDUM FOR: Office of Security Reorganization Task Force

SUBJECT : DD/PTOS Reorganization

1. Attached are two statements suggesting name changes, slotting arrangements and functional responsibilities for the Physical Security Division and the Technical Division respectively.

2. In the matter of space accommodations, these points can be made:

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    a. The Technical Division can operate effectively out of the ⬚ using its current space plus that now held by the current Physical Security Technology Branch.

    b. The Headquarters Security Branch space situation in the Headquarters Building can and should remain unchanged.

    c. The remaining elements of the Physical Security Division can effectively function from the fifth floor of the Chamber of Commerce Building in space running from Room 512 to Room 522 inclusive (as already suggested by the Logistics Branch).

3. In the area of intra-PTOS relationships, these points can be made:

    a. All tasking for technical support to Headquarters, e.g., Headquarters alarm installations, maintenance, and repairs; closed circuit TV; etc. will be made via

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direct liaison between the Chief, Headquarters Security
Branch (PSD) and the Chief, [   ]Activities Branch
(TD).

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b. All tasking for technical support to survey
operations, e.g., overseas alarm problems; safe and
lock maintenance and repair; etc. will be made via
direct liaison between the Chief, Overseas Security
Branch (PSD) and the Chief, Overseas Activities
Branch (TD).

c. The liaison noted in 3a and 3b above may with
time and experience be delegated to lower levels
within the respective units.

4. It is felt that PTOS could begin functioning on the basis
of the reorganization as early as 1 July 1973 and such an early
implementation is heartily encouraged.

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PTOS Reorganization Task Force

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13 JUN 1973

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MEMORANDUM FOR THE RECORD

SUBJECT: DD/PTOS Reorganization

1. In accordance with the writer's oral presentation to members of the Task Force on 6 June 1973, it is proposed that the Physical Security Division's Branch names and slot structures as appearing on the "Proposed Office of Security Organization chart (dated 15 May 1973) be changed (marked by astericks) as follows:
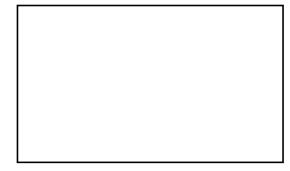
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HEADQUARTERS SECURITY BRANCH *

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2.   The essential functions planned for the Branches identified in the previous paragraph are:

    a.   OVERSEAS SECURITY BRANCH

        (1)   Conduct of security surveys overseas

        (2)   Monitoring of survey followup activities

        (3)   Internal and external liaison pertaining to Agency security overseas

25X1A

    b.   [   ] error SECURITY BRANCH

        (1)   Conduct of security surveys in the continental United States

        (2)   Monitoring of survey followup activities

        (3)   Investigation of physical security incidents, e.g., missing classified materials, thefts

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    (4) Security violation program

    (5) Physical security education
         program

c. <u>SAFETY BRANCH</u>

    Unchanged

d. <u>HEADQUARTERS SECURITY BRANCH</u>

    Unchanged

25X9

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Chief, Physical Security Division

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8 June 1973

MEMORANDUM FOR THE RECORD

SUBJECT: DD/PTOS Reorganization

1. In accordance with the writer's oral presentation
to members of the Task Force on 6 June 1973 it is proposed that
individual Branch names and slot structures appearing on the
"Proposed Office of Security Organization" Chart, dated 15 May
1973, be changed as follows to better accommodate the functional
responsibilities planned for the four Headquarters Branches:

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25X9

2. The essential functions planned for the Branches identified in the previous paragraph include:

    a. <u>Overseas Activities Branch</u>   25X1A

        (1)
        (2)   25X1A
        (3) Overseas Alarm Program
25X1A (4) Systems Analysis and [   ] Programs

    b. [   ] <u>Activities Branch</u>   25X1A

        (1)
        (2) Headquarters Alarm Program (D.C. Metropolitan Area)
        (3) DCI Support Program

    c. <u>Engineering and Planning Branch</u>

        (1) Contract Monitoring Programs
        (2) Liaison with ORD, OTS and other Government Agencies
        (3) Physical and Technical Equipment Developments
        (4) Technical Threat Analysis

d. <u>Services Branch</u>

    (1) Briefing Program
    (2) Training Program
    (3) Logistics Support and Control
    (4) Equipment Maintenance and Repair

25X1A

Chief, Technical Division

SSC-0177-73
6 June 1973

MEMORANDUM FOR: Cognizant Officers

SUBJECT : Subcommittee Interim Report
Policy and Management
Implementation Plan

     1. The following information with its attachments is provided for incorporation into the Policy and Management Reorganization Implementation Plan. General descriptions of implementation actions relevant to the reorganization as well as a time table are presented.

     2. The offerings have been structured with two basic concepts acknowledged:

     a. Staffing will be done later at the discretion of the Director.

25X1A   b. Space allocations will require coordinated action by [ ] and approval of management.

     3. It is estimated that the reorganization of the various branches of the Plans, Program, and Administration Division will require no time and no relocation with the exception of Plans and Program Branch which should be moved to Room 4E 71. The move is anticipated to require one day. Transfer of the Secretary, Security Committee and Records Administration Officer as well as three secretaries will take place on the same day.

SSC-0177-73

    4. The proposal for the Special Security Center can be implemented at any given moment.

    5. The plan for the Information Handling Security Group has   25X1A
been carefully designed and requires attention to the decision to move
or not to move the group to the Headquarters Building. There is also
25X1A question raised by [   ] as to the timing on personnel adjustments
and the name of the group. [   ] proposes that it be redesignated
25X1A as a Division. [   ] estimates that a total time requirement of
12 weeks would be required for implementation. Details of his plan
are contained in the attachment.

                                                                             25X1A

    6. Attachment at TAB B is a PERT chart which reflects the
major issue mentioned above and which considers some of [   ]
proposals.

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                                                Chief, Special Security Center

Attachments

S

4 June 1973

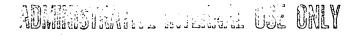MEMORANDUM FOR: Chairman, Policy and Management Sub-
committee, Reorganization Task Force

SUBJECT   : Reorganization Implementation Plan for
Information Handling Security Group

1. Attached for incorporation into the Policy and Manage-
ment Reorganization Implementation Plan is a timetable and detailed
description of implementation actions relevant to the establishment
of the Information Handling Security Group under the Office of
Security's reorganization plan.

2. Of significance is the need for a determination whether
the Information Handling Security Group will be moved to the Head-
quarters Building prior to or concurrent with the implementation
of the reorganization. As you are aware, proposals to accomplish
this move have been discussed and approved in concept by the
Director of Security over the past year, since almost all of the
groups activities are centered in the Headquarters Building. The
IHSG plan, therefore, calls for a decision on this matter and
shows optional routes in its implementation PERT chart.

3. Personnel adjustments will be required by the proposed
table of organization for the Information Handling Security Group;
in fact, with the recent departure of three professional assignees
to our computer security program such personnel adjustments
would be required in any event. While the implementation plan
is not specifically addressing this issue, it is important to
recognize the need for designating incumbents for the proposed
positions at some point in the implementation schedule.

4. In the preliminary meetings which members of the
Implementation Subcommittee's held with the Task Force, it
was indicated that recommendations for changes in the proposed
names of divisions and branches would be entertained. In order
to avoid the uniqueness of the title "Group" as well as to avoid
possible derision of such a title, I would recommend that the
Information Handling Security Group be redesignated as the
Information Handling Security Division.

25X

Att.

INFORMATION HANDLING SECURITY GROUP

Reorganization Implementation Plan

1. The Reorganization Implementation Plan for the Information Handling Security Group involves two parallel sets of action: the refinement of Group responsibilities and functions and the selection of personnel; and the determination and follow-up actions concerning the moving of Information Handling Security assets to the Headquarters Building.

2. The first group of actions consists of three basic steps:

    a. Defining more precisely the responsibilities and functions of the Information Handling Security Group;

    b. Identifying the functional responsibilities with specific positions on the new table of organization and preparing revised job descriptions;

    c. Selecting by designation or recruitment personnel to fill the various positions.

3. The second group of actions related to the possible move of the Group from Chamber of Commerce Building to Headquarters is dependent on a decision whether this long delayed geographical change can and shall be implemented concurrent with the implementation of the reorganization. In the event that the decision is negative, plans detailed in anticipation of such a move should be carried out with deliberate speed to install a remote computer terminal device in Chamber of Commerce Building.

4. Should a positive decision on the move question be decided, this will entail the additional steps of defining Headquarters space requirements, selecting such space, installing a computer terminal in the Headquarters location, refurbishing the space and the eventual physical move.
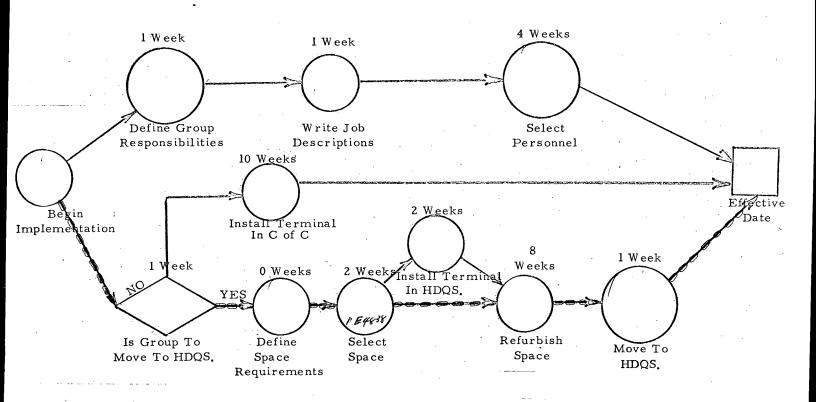
5. A schedule outlining all of these actions is attached in the form of a PERT Chart which reflects a critical path under the Headquarters move option of 12 weeks. Under this schedule, implementation would begin at least at X-12 weeks.

Att.

INFORMATION HANDLING SECURITY GROUP

Reorganization Implementation Schedule

1 Week — Define Group Responsibilities

1 Week — Write Job Descriptions

4 Weeks — Select Personnel

Begin Implementation

10 Weeks — Install Terminal In C of C

Effective Date

NO

1 Week — Is Group To Move To HDQS.

YES

0 Weeks — Define Space Requirements

2 Weeks — Select Space

2 Weeks — Install Terminal In HDQS.

8 Weeks — Refurbish Space

1 Week — Move To HDQS.

⊙⊕○⊂⊃ Critical Path

1 DAY
MOVE PPB TO 4E-71

YES

DECISION

DOES PPB
MOVE TO 4E-71?

NO

1 DAY
REASSIGMENT
SEC SECUR COMMITTE
RECORDS OFFICER
3 SECRETARIES

1 WEEK
DEFINE RESPONSIBILITIES

1 WEEK
WRITE JOB DESCRIPTIONS

BEGIN

EFFECTIVE DATE

10 WEEKS
SELECT AND REFURBISH SPACE

YES

DECISION

IS IHSG
TO MOVE TO
HEADQUARTERS?

NO

2 WEEKS
INSTALL TERMINAL

1 WEEK
MOVE TO HEADQUARTERS

10 WEEKS
INSTALL TERMINAL

PHASED IMPLEMENTATION
POLICY AND MANAGEMENT DIRECTORATE